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REHABILITATION OF THE MILITARY OFFENDER(U) ARMY  
RETRAINING BRIGADE FORT RILEY KS  
J M GEORGIOULAKIS ET AL. 1981

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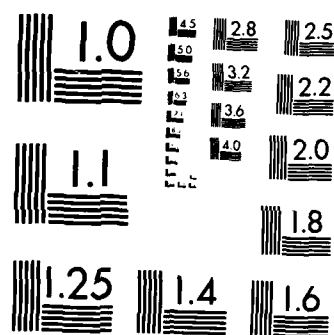
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REHABILITATION OF THE MILITARY OFFENDER

An On-site Follow-up Study:  
U.S. Army Retraining Brigade  
Graduates Returned to Duty

US Army Retraining Brigade  
Fort Riley, Kansas

ROBERT C. BARNUM  
Colonel, MPC  
Commander

1981

MAR 7 1983

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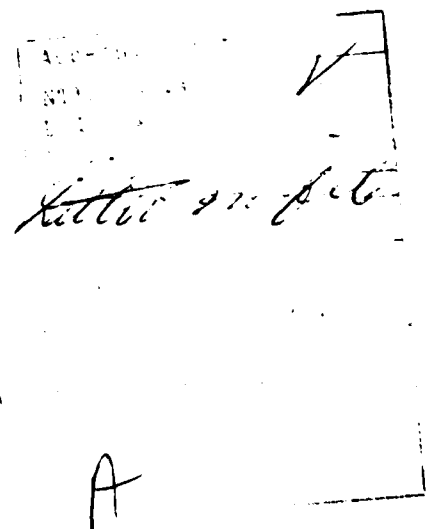
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## COMMANDERS BRIEF:

### Purpose:

The purpose of the on-site visit was to collect data designed to provide a critical evaluation of USARB graduate performance.

### Methodology:

A research team consisting of members of United States Army Retraining Brigade conducted interviews with 171 USARB graduates at four CONUS Army installations; Ft. Carson, Ft. Lewis, Ft. Ord and Ft. Hood. Additionally, 119 first line supervisors completed a written questionnaire evaluating attitude, conduct, and duty performance of the USARB Graduate. The data gathered were keypunched for computer analysis of frequencies, measures of central tendency and correlations.

### Findings:

The more salient findings revealed that, eighty-four per cent of the supervisors wanted to keep the USARB graduates in their respective units. Additionally, supervisors indicated that 75% of the graduates had a positive effect on the unit and sixty per cent of the supervisors described graduate performance as "consistently good." Furthermore, 83% of the supervisors indicated they would support reenlistment actions on behalf of their graduates.

The graduates evaluation of the USARB program was also very positive. Ninety-four per cent of the graduates said that the program prepared them for subsequent assignment. Additionally, graduates attributed improvements in such areas as self-control, understanding how the Army works, understanding themselves, desire for achievement, and self-confidence to the USARB program.

In the area of current problems, 39% of the supervisors reported that their graduates were experiencing one or more problems in the following categories: relationship with supervisors, finances, drinking, marijuana, job performance, marital situation, relationship with peers, motivation and appearance.

In summary, the vast majority of supervisors were satisfied with the USARB graduates, and the graduates praised the USARB program for their successful reintegration into the Army.

### Recommendations:

Based on the findings of the on-site visit three recommendations were made.

1. A series of studies be initiated in order to identify specifically, the psychological and/or behavioral impact of the USARB program upon the individual.
2. The Drug and Alcohol education program be expanded.
3. On-site visits be made a permanent part of the USARB evaluation process.

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## INTRODUCTION

The U.S. Army Retraining Brigade (USARB), at Ft. Riley, Kansas, is a unique, two-month program designed to prepare former enlisted prisoners for improved military performance and personal conduct at their next duty station. Mission accomplishment is primarily evaluated in terms of the subsequent performance of those soldiers who are returned to duty. The present study presents complete results of an on-site survey of 171 USARB graduates conducted at four CONUS installations during spring, 1981.



## RESEARCH METHOD and DESIGN

In March, 1981, a research team consisting of four members of the U.S. Army Retraining Brigade (USARB) made on-site visits to each of four major Army installations in order to collect data designed to provide a critical evaluation of graduates' performance. The itinerary included Ft. Carson, Ft. Lewis, Ft. Ord, and Ft. Hood. During these visits the research team interviewed 171 graduates of the USARB program who had been reassigned within CONUS. In addition 119 first-line supervisors completed a written questionnaire evaluating attitude, conduct, and duty performance of the former USARB trainee.

At each installation the data collection methods were identical: group settings in order to complete a questionnaire, followed by individual interviews of approximately twenty minutes. Later, immediate supervisors were contacted and requested to complete a written evaluation of these personnel.

All USARB graduates currently on the rolls of the installations visited were included in the study.

A 51-item questionnaire was used to obtain background and personal

history information. Items included demographic data, as well as social, interpersonal, and subjective factors (see Appendix E). When this was completed, the graduate was interviewed by a member of the research team using a standardized 15-item format (see Appendix F). This format required narrative responses and a certain degree of introspection on the part of the graduate. Later, the immediate supervisors completed a 15-item questionnaire designed to evaluate the performance of graduates in their new units (see Appendix D).

The data from these questionnaires were key punched for computer analysis of frequencies, measures of central tendency, and correlations.

## FINDINGS

### Supervisors' Evaluations (N=119)

1. Eighty-four per cent of the supervisors wanted to keep the graduates in their respective units. Supervisors indicated that 75% of the graduates had a positive effect on the unit, 13% had no effect and 12% had a negative effect.
2. Sixty per cent of the supervisors described graduate performance as "consistently good," while another 22% were rated "changed for the better." Eighty-six per cent predicted their graduates would eventually obtain Honorable Discharges; 83% indicated they would support reenlistment actions on behalf of their graduates.
3. Thirty-two per cent of the graduates had received Letters of Appreciation while another 22% had received two or more. Ten per cent had received Letters of Reprimand and 23% had been given Article 15's.
4. Supervisors reported that 39% of the graduates had one or more problems, including relationships with supervisors (14%), drinking (14%), finances (13%), motivation (13%), appearance (12%) and others.
5. In order to determine the extent to which reported problems were associated with poor performance, those graduates with no reported problems (N=72) were compared with graduates whose supervisors indicated they displayed one or more problems (N=47) on seven variables. Results appear below:

	<u>No Reported Problems (N=72)</u>		<u>Display Problems (N=47)</u>	
(a) Months remaining until ETS.	Median = 11.1		Median = 7.0	
(b) Based on performance, do you want individual in your unit?	Yes	98.6%	Yes	60.0%
	No	1.4%	No	40.0%
(c) How would you describe effect of this individual on unit?	Positive	97.2%	Positive	39.1%
	No effect	2.8%	No effect	28.3%
	Negative	0.0%	Negative	32.6%
(d) Per cent of tasks completed within reasonable time?	0%	0.0%	0%	4.3%
	25%	0.0%	25%	10.9%
	50%	2.8%	50%	23.9%
	75%	30.6%	75%	30.4%
	100%	66.7%	100%	30.4%

# FINDINGS (continued)

	<u>No Reported Problems (N=72)</u>		<u>Display Problems (N=47)</u>
(e) Predict Hon Disch at ETS	95.8%		71.7%
Predict Hon Disch before ETS	4.2%		0.0%
Predict Hon Disch, NOT deserved	0.0%		17.4%
Predict discharge before ETS, but NOT with Hon. Disch.	0.0%		10.9%
(f) Which one best describes performance in your unit?	80.6%	Consistently good	29.8%
	19.4%	Changed for better	27.7%
	0.0%	Changed for worse	4.3%
	0.0%	Consistently poor	14.9%
	0.0%	Erratic	23.4%
(g) Advancement Potential:	63.9%	Promote Immediately	21.3%
	16.7%	Promote Ahead/Peers	14.9%
	19.4%	Promote With Peers	21.3%
	0.0%	Do Not Promote	25.5%
	0.0%	Deny Further Service	17.0%

## Graduates' Evaluations of USARB Program (N=171)

### (a) Responses to Questionnaire

1. Ninety-four percent of the graduates said the program prepared them "for most things" or "completely prepared" them for subsequent assignments. Seventy-one per cent indicated the Brigade provided valuable learning experiences both during training and after they had reported to new duty stations.
2. Graduates rated 11 features of the program in terms of long-range impact or "carry-over" effects since departing the program. Those features receiving the greatest number of "very helpful" ratings included training activities such as rappelling and obstacle course (52%) classes such as "How to Get Along" and "Second Effort" (52%), activities such as inspections and Drill & Ceremonies (49%), Small Group Counseling (47%), physical training (47%), seeing what happened to other trainees (46%) and the strict military environment (45%).
3. Specific personal improvements, attributed to the Brigade, included self-control (77%), understanding how the Army works (75%), understanding themselves (74%), desire for achievement (70%), self-confidence (66%) and several others.

## FINDINGS (continued)

4. Most common (current) problems, reported by the graduates, included insufficient funds for bills and expenses (37%), getting paid (26%) boredom or lack of job satisfaction (24%), getting along with NCO's (20%) and family/marital problems (18%).
5. Twelve per cent indicated their supervisors (or others in their new units) singled them out as "someone to avoid" because they came from the USARB. Another 20% agreed "somewhat" that this had happened and 11% agreed "only a little."
6. Forty-four per cent indicated they had been "treated fairly" by the Army before entering the Retraining Brigade; a full 89% said they had been treated fairly at the Brigade, but only 55% reported they were treated fairly in their new assignments.
7. A majority (51%) wanted to remain in the Army until ETS; another 39% indicated they planned to reenlist (if possible). Only 28% would advise their friends to join the Army, however.
8. Seventy percent indicated that, if they were only beginning the USARB program, they would once more elect to graduate and return to duty. Fifteen per cent said they would not and another 15% were not sure.

### (b) Responses to Personal Interviews

9. Asked to determine the two best features of the program, 49% selected physical training, 29% chose class instruction and 14% selected Small Group Counseling.
10. Asked how they could have been better prepared for subsequent duty assignments, only 27% of the graduates had specific responses. These commonly included MOS training, more comprehensive drug and alcohol education programs, promotion to E-2 and increased pressure to perform.
11. Asked how they would improve the existing program of training, 18% suggested more physical training and athletic competition, 11% indicated a need to improve both class instruction and the sequence of classes and activities, and 9% suggested more counseling.
12. Asked what factors at the Brigade discouraged them, 13% indicated "harrassment" (pressure, etc.) from cadre, 11% mentioned the 5th Unit, and another 10% indicated stress.
13. Asked why they chose to return to duty, 51% indicated the desire for an Honorable Discharge, 17% said they wanted to "prove" themselves, 14% said they did so for their families and 13% indicated they wanted to remain in the Army.

FINDINGS (continued)

14. A neat, soldierly appearance and a "positive mental attitude" were the nearly unanimous choices required to make a good initial impression in new units.
15. Asked to suggest methods by which subsequent recidivists could be identified before they graduated from the Retraining Brigade, 12% expressed the need for better individual evaluation procedures, 10% suggested that trainees with "negative attitudes" should be discharged, 9% suggested more individual counseling and 8% suggested a peer rating (evaluation) system.

### SUMMARY and CONCLUSIONS

Data gathered during this on-site survey provide (1) an evaluation of 171 USARB graduates by their immediate supervisors and (2) a critical review of the Retraining Brigade program by the graduates themselves.

Without exception, the supervisors' ratings were consistently positive. Eighty-four per cent indicated they wanted to keep the graduate in their unit; 82% said the graduates' performance was "consistently good" or "changing for the better"; 63% said they would promote their graduates "immediately" or "ahead of their peers". A full 89% of the supervisors predicted their graduates would obtain Honorable Discharges and 83% said they would support reenlistment actions.

In the "current problems" area, 39% of the supervisors reported that their graduates were experiencing one or more problems in the following categories: relationships with supervisors, finances, drinking, marijuana, job performance, marital situation, relationships with peers, motivation, and appearance.

Correlations between these various problems were analyzed. There were only small correlations between "relationships with supervisors" and "relationships with peers", as well as between "drinking" and "marijuana". These correlations, though statistically significant, were not strong enough to suggest causal relationships or distinct patterns.

The graduates' reviews of the USARB program were also very positive. No less than 94% said the program had prepared them well for their next duty assignment. Eighty-four per cent thought the examples set by the cadre were helpful, and 75% thought their primary counselors (drill sergeants) were helpful in preparing them for return to duty. Seventy-seven per cent of the graduates reported that their self-control had changed for the better and 66% said their self-confidence had improved, due to the USARB program.

In summary, the vast majority of supervisors were satisfied with the USARB graduates, and the graduates praised the USARB program for their successful reintegration into the Army.



### RECOMMENDATIONS

1. It is recommended that a series of studies be initiated in order to identify, specifically, the psychological and/or behavioral impact of the USARB program upon the individual. It would be extremely beneficial to quantify and to state with confidence what happens to the trainee as a result of participation in the program. How much does the program actually improve the individuals self-control, self-confidence and self-esteem?
2. Drug and alcohol abuse continues to be an important characteristic of many USARB graduates who fail to earn Honorable Discharges. Since it is impossible to eliminate "recreational" drug and alcohol abuse, an expanded educational program at the Brigade seems justified.
3. The need for continued follow-up (on-site) surveys is obvious. These findings indicate that 39% of the graduates were experiencing problems in their subsequent duty assignments, and it is assumed that most of these individuals are included in that portion of the graduate population which never receives Honorable Discharges. It is therefore recommended that the next on-site survey focus specifically upon those personnel experiencing problems in subsequent assignments. In-depth interviews and discussions with first-line supervisors should be conducted in order to develop techniques for identifying these individuals at the Retraining Brigade, before they are reassigned to duty. It is recommended that at least four major installations in the eastern United States be included in the next survey. The optimum time for this survey would be in October, FY 82, when a relaxed training posture at most posts would be conducive to good coordination. It is further recommended that the research team include at least two Social Work representatives and two members of the Research and Evaluation Division.

Subsequently, annual on-site surveys should be conducted on a routine basis. They provide continuous feedback on the performance of USARB graduates, and they offer the opportunity for high visibility to the commanders in the field, adding substantial credibility to the Brigade's concern for mission accomplishment. Recommend that the research team for these surveys include the Brigade Commander or Deputy Commander, a Unit Commander, a representative from Social Work Division, and two members of the Research and Evaluation Division.

APPENDIX A

SUMMARY OF SUPERVISOR'S EVALUATIONS

N = 119

LENGTH OF RATING PERIOD:	19 Weeks (median)
TYPE OF UNIT	97% TOE 3% TDA
CURRENT STATUS	92% Duty 6% Duty, pending disciplinary action 1% AWOL/DFR 0 Confinement 1% ETS Honorable
CURRENTLY WORKING IN MOS:	91% Yes 9% No
CURRENT PAY GRADE:	15% E-1 22% E-2 38% E-3 24% E-4 1% E-5 0 E-6
TIME REMAINING TO ETS	11 Months (median)
"If this soldier wanted to reenlist, would you support this action, or remove a bar to reenlistment?"	83% Yes 17% No
ADMINISTRATIVE ACTIONS	46% 0 Letters of Appreciation 32% 1 22% 2+  90% 0 Letters of Reprimand 3% 1 7% 2+  77% 0 Articles 15 18% 1 5% 2+  90% 0 Arrests 8% 1 2% 2+

SUMMARY OF SUPERVISOR'S EVALUATIONS (Cont'd)

93% 0 Convictions  
6% 1  
1% 2+

"Based on performance and behavior, do you want this individual in your unit?"

84% Yes  
16% NO

"Describe the effect of this individual on you unit."

75% Positive Effect  
13% No Effect  
12% Negative Effect

"What per cent of the tasks assigned to this individual are completed within a reasonable time to your satisfaction?"

<u>Tasks</u>	<u>Satisfactorily Completed By:</u>
100%	53%
75%	30%
50%	11%
25%	4%
0%	2%

CURRENT PROBLEM AREAS

14% Relationships with Supervisors  
8% Relationships with Peers  
13% Motivation  
12% Appearance  
10% Performance/Job Skills  
10% Marital/Family Situation  
13% Finances  
14% Drinking  
6% Marijuana/Other Drugs

PROBABLE TYPE OF DISCHARGE

86% Honorable at ETS  
3% Honorable PRIOR to ETS  
7% Honorable, But Poor Performance  
4% Other Than Honorable

SUMMARY OF SUPERVISOR'S EVALUATIONS (Cont'd)

DUTY PERFORMANCE

60% Consistently Good  
22% Changed for the Better  
2% Changed for the Worse  
9% Erratic  
6% Consistently Poor

ADVANCEMENT POTENTIAL

47% Promote Immediately  
16% Promote Ahead of Peers  
20% Promote With Peers  
10% Do Not Promote  
7% Deny Continued Active Duty

# APPENDIX B

## USARB ON-SITE FOLLOW-UP SURVEY

March, 1981

N = 171

1. Is this your first duty assignment since leaving USARB?

93% (1) Yes

7% (2) No

2. From which USARB training team did you graduate?

26% (1) 1st Unit

28% (3) 3rd Unit

23% (2) 2nd Unit

23% (4) 4th Unit

3. Were you convicted for either AWOL or Desertion?

24% (1) Yes

76% (2) No

4. Are you working in your Primary MOS?

82% (1) Yes

18% (2) No

5. Check your Current Pay Grade:

18% (1) E-1

24% (4) E-4

25% (2) E-2

3% (5) E-5

30% (3) E-3

0 (6) E-6

6. Marital Status (Check one:)

58% (1) Single

33% (2) Married

9% (3) Separated or Divorced

7. How many dependents live with you?

0 67%

1 13%

2 11%

3 7%

4 2%

5 0%

6 0%

8. Race:

42% (1) White

41% (2) Black

15% (3) Other

9. Were you treated fairly by the Army before you came to the USARB?

44% (1) Yes

37% (2) No

19% (3) Not sure

10. Were you treated fairly at the USARB?

89% (1) Yes

6% (2) No

5% (3) Not sure

11. Have you been treated fairly by the Army after leaving the USARB?

55% (1) Yes

28% (2) No

17% (3) Not sure

12. Would you tell your friends to join the Army?

28% (1) Yes

50% (2) No

22% (3) Not sure

13. Think about why you got into trouble. Who was at fault?

42% (1) It was my fault, and mine alone.

8% (2) It was nearly all my fault.

11% (3) It was mostly my fault.

31% (4) I was at fault, but so were others.

3% (5) It was mostly the fault of others.

2% (6) It was nearly all the fault of others.

3% (7) It was the fault of others, and others alone.

14. As far as I'm concerned, the USARB was....(check only one:)
- 5% (1) punishment only
  - 11% (2) more punishment than opportunity
  - 57% (3) both punishment and opportunity
  - 21% (4) more opportunity than punishment
  - 6% (5) opportunity only
15. Suppose you had been placed in confinement for two months, INSTEAD OF GOING TO USARB. Then, suppose you had been reassigned to your present duty station. How would things be for you, now? (Check one)
- 13% (1) Things would have been better for me now.
  - 37% (2) Things would have been about the same as they are now.
  - 50% (3) Things would not be as good as they are now.
16. If you were in the USARB 5th Unit again--just beginning the program--would you still graduate and return to duty?
- 70% (1) Yes
  - 15% (2) No
  - 15% (3) Not sure
17. Did the Retraining Brigade prepare you for what you had to face in your next assignment?
- 45% (1) Yes, I was completely prepared.
  - 49% (2) I was prepared for most things.
  - 2% (3) I was not prepared for most things.
  - 4% (4) I was not prepared for anything.
18. Did the USARB influence the way you now use your free time?
- 33% (1) I use my free time differently now, because of things I learned at the USARB.
  - 39% (2) I use my free time about the same way as I did before.
  - 28% (3) I use my free time doing other things now, but not because of things I learned at USARB.

19. Rate the effect of the total USARB program, to include training, classes, and the cadre. (Check one)
- 8% (1) The program was of very little help to me at any time.
- 19% (2) The program helped me only when I was at the USARB.
- 2% (3) The program helped me only after I left the USARB.
- 71% (4) The program helped me at USARB and after I returned to duty.
20. Have you been pointed out by your superiors or others in your unit as someone to avoid because you came from the Retraining Brigade?
- 12% (1) Yes
- 20% (2) Somewhat
- 11% (3) Only a little
- 57% (4) No, not at all
21. "I would like to ...." (Check one)
- 39% (1) stay in the Army and reenlist, if possible.
- 51% (2) stay in the Army until I reach my ETS.
- 8% (3) get out of the Army as soon as possible, but only if I can get a General Discharge or better.
- 2% (4) get out of the Army as soon as possible, with any discharge I can get.
22. Will the type of discharge you receive make a difference in the quality of your life and/or your plans for the future?
- 78% (1) Yes, it will make a big difference.
- 15% (2) It will make some difference, but not a lot.
- 7% (3) It will make no difference at all.



For each of the following, check if it is or is not a problem for you, now:  
If it is a problem now, please explain, briefly.

	<u>NOT A PROBLEM</u>	<u>YES, A PROBLEM</u>	<u>IF "YES," EXPLAIN:</u>
23. Getting along with my NCO's	80%	20%	
24. Getting paid	74%	26%	
25. Not enough money for bills and expenses	63%	37%	
26. Drinking	92%	8%	
27. Marijuana or other drugs	92%	8%	
28. Boredom or lack of job satisfaction	76%	24%	
29. Family or marital problems	82%	18%	
30. Getting along with other EM	91%	9%	

Indicate whether each of the following  
changed BECAUSE of the USARB program:

(Check only one square for each item.)

	WORSE NOW	NO CHANGE	BETTER NOW
31. Understanding myself	1%	25%	74%
32. My self-control	2%	21%	77%
33. Understanding how the Army works	4%	21%	75%
34. Understanding other people	1%	37%	62%
35. Self-confidence	1%	33%	66%
36. Desire to accomplish something	1%	29%	70%
37. Health/physical condition	7%	35%	58%
38. Job performance	2%	40%	58%
39. Working with others	2%	44%	54%
40. Satisfaction with my life	11%	38%	51%

Rate the following aspects of the USARB program in terms of whether they have been helpful for you since leaving the USARB.

(Check one square for each item.)

	VERY HELPFUL SINCE USARB	SOMEWHAT HELPFUL SINCE USARB	NOT AT ALL HELPFUL SINCE USARB	HARMFUL SINCE USARB
41. Physical training	47%	47%	5%	1%
42. Primary counselor	42%	33%	23%	2%
43. Activities like rapelling, obstacle course, etc.	52%	28%	19%	1%
44. Classes like "How To Get Along," "Second Effort,"	52%	33%	14%	1%
45. Legal assistance	32%	40%	27%	1%
46. Financial assistance	28%	36%	32%	4%
47. Strict military setting	45%	39%	13%	3%
48. Examples set by the cadre	41%	43%	13%	3%
49. Seeing what happened to other trainees	46%	33%	18%	3%
50. Activities like inspections, drill & ceremonies, etc.	49%	37%	13%	1%
51. Small Group Counseling	47%	34%	18%	1%

## APPENDIX C

### SUMMARY OF NARRATIVE REMARKS

1. "At the Retraining Brigade we tried to prepare you for return to duty. How could you have been better prepared for your next assignment?"

Data from all four installations showed that 27% of the graduates made recommendations for improvement, while 62% said they were well prepared and the program could not be improved. The remaining 11% made no significant remarks. Recurring recommendations included more MOS training, more information on drug and alcohol abuse, promotion to E-2, and an increased pressure to perform.

2. "Why did you return to duty? What factors were important in making your decision?"

Fifty-one per cent listed an Honorable Discharge as the most important reason. Seventeen per cent felt the need to prove something to themselves, 14% did it for their family, 13% said they wanted to stay in the Army because they like it, and 4% said they received effective counseling from their Drill Sergeants.

3. "What factors discouraged you at USARB? What were the things that made you want to get out of the Army and not return to duty?"

The largest discouraging factor at USARB, harassment, was indicated by 13% of the graduates. Next was the 5th Unit (11%), followed by stress (10%), other trainees who did not want to graduate (6%), mass punishment (6%), and inspections (5%). A total of 49% said they had not been discouraged while at USARB.

4. "Some trainees are returned to duty who eventually get into trouble again. How can we do a better job of identifying these trainees before they are reassigned?"

Twelve per cent said the cadre should evaluate the trainees more closely, 10% suggested USARB discharge trainees with a negative attitude, and 9% thought more counseling would assist in the identification process. Eight per cent suggested that USARB develop and adopt a peer rating system, 2% suggested voluntary discharges, and another 2% suggested psychological evaluations. Two per cent thought more stress would force the problem soldier to display his true attitude while he was still at USARB. Fifty-four per cent thought USARB was doing the best they could already.

5. "Some trainees are discharged at the Brigade who might do well if they were reassigned to duty. How can we prevent this?"

Nineteen per cent of all the graduates interviewed recommended more counseling, and 16% suggested recycling. Seven per cent suggested closer evaluation, and 3% thought a peer rating system would help. Fifty-five per cent thought USARB was doing the best it could in this area, and could make no concrete recommendations.

6. "What were the two best features of the USARB program for you, personally?"

Forty-nine per cent listed physical training, and 29% said the classes at USARB were the two best features. These were followed by small group counseling with 14%, field training exercises with 5%, stress with 4%, and the Drill Sergeants with 4%. SFC Dancy was listed by name by 9% of the graduates as being the best feature of USARB.

7. "What were the two worst features of the USARB program for you, personally?"

Mass punishment, stress, and confinement were the most frequent responses to this question. However, the majority of the answers were not consistent with respect to appropriate analysis.

8. "How can USARB improve the training program? (This includes both classroom instruction and outdoor training activities.)"

Eighteen per cent thought there should be more physical training and athletic competition, 11% thought the classroom instruction should be improved or scheduled more effectively with physical training, 9% said there should be more counseling, 7% said the program should be longer, and 4% thought the trainees should have more responsibilities. Forty-five per cent thought the program should not be changed.

9. "What advice would you offer a soldier who just arrived at USARB?"

The most important advice to be given to a new trainee was "to do what you are told" (36%). Twenty-two per cent thought self-control was necessary, and another 22% said a positive mental attitude was good advice. Twelve per cent said the new trainee should listen carefully, and 7% said he should stay out of trouble.

10. "What advice would you offer that same soldier as he/she graduates from USARB?"

Over half (55%) of the responses advise the new graduate to apply what he has learned at the Retraining Brigade. Twenty-two per cent said

not to make the same mistake, and to stay out of trouble, 15% advised the graduate to set an example at his new unit, and 6% suggested that new friends be carefully chosen.

11. "Was the first impression that you made in your new unit very important?"

Information from all four installations showed that 94% of the USARB graduates agreed that a good appearance and a positive attitude was very important when they entered their new units.

12. "What could we tell other commanders that might help future trainees?"

The data gathered from the four installations indicated that this question was misinterpreted by the majority of the graduates. The information obtained is of no value.

13. "Current policy does not permit assignment to your former duty station or overseas, for at least twelve months. Is this a good policy?"

Sixty-four per cent of the graduates felt the policy is reasonable, 34% thought it should be changed, and two per cent thought it should be dealt with on a case by case basis.

# Supervisor's Evaluation Of:

STAMPED  
LABEL

Rate this individual for the *total time* you have supervised him or her. Do *not* include any information prior to assignment to your unit. *Please complete both sides.*

1. LENGTH OF RATING PERIOD: \_\_\_\_\_ weeks
2. CHECK TYPE OF UNIT: ☐ 1. TOE unit ☐ 2. TDA unit
3. CURRENT STATUS: (Check one)
  - ☐ 1. Duty
  - ☐ 2. Duty, pending disciplinary action/administrative action
  - ☐ 3. AWOL/DFR
  - ☐ 4. Military confinement/Civilian confinement
    - Separated: (Check one)
      - ☐ 5. ETS Honorable
      - ☐ 6. Honorable (non-ETS)
      - ☐ 7. General
      - ☐ 8. Less Than Honorable (UD, BCD, DD)
4. IS THIS INDIVIDUAL CURRENTLY WORKING IN HIS/HER PRIMARY MOS?  
(Check one) ☐ 1. yes ☐ 2. no
5. CURRENT PAY GRADE: (Circle one) E-1 E-2 E-3 E-4 E-5 E-6 E-7
6. IF THIS SOLDIER WANTED TO REENLIST, WOULD YOU SUPPORT THIS ACTION  
(remove a bar to reenlistment)? (Check one) ☐ 1. yes ☐ 2. no
7. TIME REMAINING UNTIL ETS: \_\_\_\_\_ months
8. FOR EACH OF THE FOLLOWING TYPES OF ADMINISTRATIVE/LEGAL ACTIONS, CIRCLE ONE RESPONSE TO INDICATE HOW OFTEN THIS ACTION OCCURRED, WITH ADDITIONAL DETAIL AS REQUESTED.
 

1. Letters of Appreciation	0	1	2 or more
2. Letters of Reprimand	0	1	2 or more
3. Articles 15 (list specifications)	0	1	2 or more
4. Arrests (military or civilian)	0	1	2 or more
5. Convictions (military or civilian)	0	1	2 or more
9. BASED ON HIS/HER PERFORMANCE AND BEHAVIOR, DO YOU WANT THIS INDIVIDUAL IN YOUR UNIT?  
(Check one) ☐ 1. yes ☐ 2. no
10. IN GENERAL, HOW WOULD YOU DESCRIBE THE EFFECT OF THIS INDIVIDUAL ON YOUR UNIT?  
(Check one) ☐ 1. Positive effect ☐ 2. No effect ☐ 3. Negative effect
11. WHAT PERCENT OF THE TASKS ASSIGNED TO THIS INDIVIDUAL ARE COMPLETED WITHIN A REASONABLE TIME TO YOUR SATISFACTION?  
(Circle one number — whichever is closest) 0% 25% 50% 75% 100%

CONTINUE ON OTHER SIDE



(continued)

12. FOR EACH OF THE FOLLOWING PROBLEM AREAS, PLACE A CHECK IN THE BOX IF THIS INDIVIDUAL CURRENTLY HAS SUCH A PROBLEM. PROVIDE SOME EXPLANATION IF A PROBLEM IS INDICATED.

- ☐ 1. Relationships with supervisors: \_\_\_\_\_
- ☐ 2. Finances: \_\_\_\_\_
- ☐ 3. Drinking: \_\_\_\_\_
- ☐ 4. Marijuana/Other drugs: \_\_\_\_\_
- ☐ 5. Performance/Job skills: \_\_\_\_\_
- ☐ 6. Marital/Family situation: \_\_\_\_\_
- ☐ 7. Relationships with peers: \_\_\_\_\_
- ☐ 8. Motivation: \_\_\_\_\_
- ☐ 9. Appearance: \_\_\_\_\_

13. BASED ON THIS INDIVIDUAL'S PERFORMANCE IN YOUR UNIT, SELECT ONE OF THE FOLLOWING STATEMENTS:

- ☐ 1. SM will probably earn an Honorable Discharge at ETS.
- ☐ 2. SM will probably receive an Honorable Discharge prior to ETS date.
- ☐ 3. SM will probably receive an Honorable Discharge at ETS, but performance was well below standard
- ☐ 4. SM will probably be discharged prior to ETS, but not with an Honorable Discharge.

14. CHECK ONE OF THE FOLLOWING WHICH BEST DESCRIBES THE PERFORMANCE OF THIS INDIVIDUAL IN YOUR UNIT.

- ☐ 1. Consistently good
- ☐ 2. Changed for better
- ☐ 3. Changed for worse
- ☐ 4. Consistently poor
- ☐ 5. Erratic

15. ADVANCEMENT POTENTIAL: (Check one) "If I had the authority and responsibility to do so, I would ..."  
(Disregard time in grade requirements.)

- ☐ 1. Promote Immediately
- ☐ 2. Promote Ahead of Peers
- ☐ 3. Promote With Peers
- ☐ 4. Not Promote
- ☐ 5. Deny Continued Active Duty

COMMENTS: \_\_\_\_\_

(Signed) \_\_\_\_\_ (Date) \_\_\_\_\_

(Position) \_\_\_\_\_ (Unit) \_\_\_\_\_

APPENDIX E

USARB ON-SITE FOLLOW-UP SURVEY

March, 1981

1. Is this your first duty assignment since leaving USARB?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

2. From which USARB training team did you graduate?

\_\_\_\_(1) 1st Unit

\_\_\_\_(3) 3rd Unit

\_\_\_\_(2) 2nd Unit

\_\_\_\_(4) 4th Unit

3. Were you convicted for either AWOL or Desertion?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

4. Are you working in your Primary MOS?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

5. Check your Current Pay Grade:

\_\_\_\_(1) E-1

\_\_\_\_(4) E-4

\_\_\_\_(2) E-2

\_\_\_\_(5) E-5

\_\_\_\_(3) E-3

\_\_\_\_(6) E-6

6. Marital Status (Check one:)

\_\_\_\_(1) Single

\_\_\_\_(2) Married

\_\_\_\_(3) Separated or Divorced

7. How many dependents live with you?

\_\_\_\_\_

8. Race:

\_\_\_\_(1) White

\_\_\_\_(2) Black

\_\_\_\_(3) Other

9. Were you treated fairly by the Army before you came to the USARB?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

\_\_\_\_(3) Not sure

10. Were you treated fairly at the USARB?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

\_\_\_\_(3) Not sure

11. Have you been treated fairly by the Army after leaving the USARB?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

\_\_\_\_(3) Not sure

12. Would you tell your friends to join the Army?

\_\_\_\_(1) Yes

\_\_\_\_(2) No

\_\_\_\_(3) Not sure

13. Think about why you got into trouble. Who was at fault?

\_\_\_\_(1) It was my fault, and mine alone.

\_\_\_\_(2) It was nearly all my fault.

\_\_\_\_(3) It was mostly my fault.

\_\_\_\_(4) I was at fault, but so were others.

\_\_\_\_(5) It was mostly the fault of others.

\_\_\_\_(6) It was nearly all the fault of others.

\_\_\_\_(7) It was the fault of others, and others alone.

14. As far as I'm concerned, the USARB was....(check only one:)

- ☐ (1) punishment only
- ☐ (2) more punishment than opportunity
- ☐ (3) both punishment and opportunity
- ☐ (4) more opportunity than punishment
- ☐ (5) opportunity only

15. Suppose you had been placed in confinement for two months, INSTEAD OF GOING TO USARB. Then, suppose you had been reassigned to your present duty station. How would things be for you, now? (Check one)

- ☐ (1) Things would have been better for me now.
- ☐ (2) Things would have been about the same as they are now.
- ☐ (3) Things would not be as good as they are now.

16. If you were in the USARB 5th Unit again--just beginning the program--would you still graduate and return to duty?

- ☐ (1) Yes
- ☐ (2) No
- ☐ (3) Not sure

17. Did the Retraining Brigade prepare you for what you had to face in your next assignment?

- ☐ (1) Yes, I was completely prepared.
- ☐ (2) I was prepared for most things.
- ☐ (3) I was not prepared for most things.
- ☐ (4) I was not prepared for anything.

18. Did the USARB influence the way you now use your free time?

- ☐ (1) I use my free time differently now, because of things I learned at the USARB.
- ☐ (2) I use my free time about the same way as I did before.
- ☐ (3) I use my free time doing other things now, but not because of things I learned at USARB.

19. Rate the effect of the total USARB program, to include training, classes, and the cadre. (Check one)

\_\_\_\_(1) The program was of very little help to me at any time.

\_\_\_\_(2) The program helped me only when I was at the USARB.

\_\_\_\_(3) The program helped me only after I left the USARB.

\_\_\_\_(4) The program helped me at USARB and after I returned to duty.

20. Have you been pointed out by your superiors or others in your unit as someone to avoid because you came from the Retraining Brigade?

\_\_\_\_(1) Yes

\_\_\_\_(2) Somewhat

\_\_\_\_(3) Only a little

\_\_\_\_(4) No, not at all

21. "I would like to ...." (Check one)

\_\_\_\_(1) stay in the Army and reenlist, if possible.

\_\_\_\_(2) stay in the Army until I reach my ETS.

\_\_\_\_(3) get out of the Army as soon as possible, but only if I can get a General Discharge or better.

\_\_\_\_(4) get out of the Army as soon as possible, with any discharge I can get.

22. Will the type of discharge you receive make a difference in the quality of your life and/or your plans for the future?

\_\_\_\_(1) Yes, it will make a big difference.

\_\_\_\_(2) It will make some difference, but not a lot.

\_\_\_\_(3) It will make no difference at all.

For each of the following, check if it is or is not a problem for you, now:  
If it is a problem now, please explain, briefly.

	<u>NOT A PROBLEM</u>	<u>YES, A PROBLEM</u>	<u>IF "YES," EXPLAIN:</u>
23. Getting along with my NCO's			
24. Getting paid			
25. Not enough money for bills and expenses			
26. Drinking			
27. Marijuana or other drugs			
28. Boredom or lack of job satisfaction			
29. Family or marital problems			
30. Getting along with other EM			

Indicate whether each of the following  
changed BECAUSE of the USARB program:

(Check only one square for each item.)

	WORSE NOW	NO CHANGE	BETTER NOW
31. Understanding myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. My self-control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Understanding how the Army works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Understanding other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Self-confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Desire to accomplish something	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Health/physical condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Working with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Satisfaction with my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rate the following aspects of the USARB program in terms of whether they have been helpful for you since leaving the USARB.

(Check one square for each item.)

	VERY HELPFUL SINCE USARB	SOMEWHAT HELPFUL SINCE USARB	NOT AT ALL HELPFUL SINCE USARB	HARMFUL SINCE USARB
41. Physical training				
42. Primary counselor				
43. Activities like rapelling, obstacle course, etc.				
44. Classes like "How To Get Along," "Second Effort,"				
45. Legal assistance				
46. Financial assistance				
47. Strict military setting				
48. Examples set by the cadre				
49. Seeing what happened to other trainees				
50. Activities like inspections, drill & ceremonies, etc.				
51. Small Group Counseling				



INDIVIDUAL INTERVIEWS

1. When did you graduate from USARB? \_\_\_\_\_  
(Month) (Year)
2. When will you ETS? \_\_\_\_\_  
(Month) (Year)
3. At the Retraining Brigade, we tried to prepare you for your return to duty.  
How could you have been better prepared for your next assignment?

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4. Why did you choose to return to duty? What factors were important in making your decision?

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5. What factors DISCOURAGED you at USARB? What were the things that made you want to get out of the Army and NOT return to duty?

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6. Some trainees are returned to duty who eventually get into trouble again.  
How can we do a better job of identifying these trainees before they are reassigned?

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7. Some trainees are discharged at the Brigade who might do well if they were reassigned to duty? How can we prevent this?

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8. What were the two BEST features of the USARB program for you, personally?

(a) \_\_\_\_\_

(b) \_\_\_\_\_

9. What were the two WORST features of the USARB program for you, personally?

(a) \_\_\_\_\_

(b) \_\_\_\_\_

10. How can USARB improve the training program? (This includes both classroom instruction and outdoor training activities.)

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11. What advice would you offer a soldier who just arrived at USARB?

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12. What advice would you offer that same soldier, as he/she graduates from USARB?

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13. Was the first impression you made in your new unit very important?

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14. What could we tell other Commanders that help future trainees?

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15. Current policy does not permit assignment to your former duty station or overseas, for at least twelve months. Is this a good policy?

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